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MEMORANDUM FOR: Deputy Director (Plans)

SUBJECT: Implementation of DD/P Training Officer Recommendations

REFERENCES:

- A. Inspector General's Report, August 1960.
- B. Memorandum to DD/P from DDP/TRO, dated 15 March 1961, subject: "The Composition of the Clandestine Service."
- C. Memorandum to DD/P from DDP/TRO, dated 23 March 1961, subject: "Training Standards."

1. This memorandum contains recommendations for action in paragraph 6.
2. As the result of three recent surveys, certain modifications in the management of training assignments appear desirable in our effort to improve the competence of CS officers. Reference A, pages 26-27, states, "The DD/P has not yet made it mandatory for an employee to have formal training in a given field before operating in that field. The inevitable tendency of the operations program to win out, combined with the employees' skepticism about his need for training, produce poor enrollments, frequent cancellations and under-employment of instruction staff."

This document is part of an integrated file. If separated from the file it must be subjected to individual systematic review.

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3. [REDACTED] charges the appropriate Career Panel with the responsibility for conducting research into the personnel requirements of the Clandestine Services and ensures that the training necessary for job performance and career development is provided. However, as pointed out in paragraph 7. of reference B, the Panels, as presently constituted, have neither the manpower nor the time to undertake this requirement. It was proposed, therefore, that the function be assigned to the Special Staffs. A companion recommendation, contained in reference C, called for the submission of reassignment proposals at least six months in advance of change of duty so that the qualifications and training of the individual concerned could be reviewed and appropriate action taken to remedy deficiencies in training. This Staff endorses both the use of the Special Staffs to support the Panels in reviewing training needs and the recommendation that Panels be given six months advance notice of pending assignments.

4. While we agree with the emphasis DDP/TRO placed on training of officers GS-12 and below in his recent surveys, we are equally concerned with improving, through training, the competence of personnel now occupying responsible positions of leadership in Headquarters and in the field. Training is not a substitute for experience, nor can, in this modern, highly complex world,

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experience substitute for training. Both are unique in their contributions to professional competence. Training, if properly devised, will expose the individual to many more operational techniques within a relatively short period than the average officer would encounter in a lifetime of experience. Furthermore, new techniques are developed and old ones improved, so that the scope of operations covered today has been enormously increased and the techniques much improved over those available for training illustrations in 1954, particularly in CA fields.

5. The CA Staff recently conducted a survey based on OTR records of individuals, grade GS-13 and above, who have received CA training. In January 1951 OTR initiated a course of training for DD/P personnel in covert actions, the only such training in CIA in which all the concepts, doctrines, fundamentals and techniques of CA were taught. An additional six specialized training courses in various subsidiary phases have been offered since; three are still active (Paramilitary Operations, Staybehind Operations and Communist Party Organizations). Although training has extended over a ten-year period, our survey revealed that out of a total of 47 Headquarters Branches, only six Branch Chiefs and nine Deputies have had the CA Operations course. Not including special

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autonomous field missions and projects. [REDACTED]

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Bases abroad. Using fiscal year 1960 project budgetary figures, it

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per cent have ever enrolled in the predecessor or current CA Operations course, and less than 40 per cent have been exposed to any of the three associated courses, which are highly specialized and cover only limited types of covert actions.

6. The results of the last mentioned survey tend to confirm our concern for the CA training needs of officers at the leadership level as well as those who are about to enter it. We feel, moreover, that if new procedures are adopted to improve the management of training assignments, they should apply equally to the other missions as well as CA. It is, therefore, recommended that DD/P sign the attached memorandum (Tab A) addressed to the Chiefs of the Operating Divisions and Staffs which will establish a procedure whereby all reassignment proposals will be submitted to the Career Service Panels at least six months prior to their effective date for

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review and recommendation by the Special Staffs and DDP/TRO affecting interim trainee duty. It is also recommended that DD/P approve and sign memoranda addressed to the Chairmen of the Career Services Panels (Tab B) and to DDP/TRO (Tab C) informing them of their responsibility for administering and reviewing training requirements for prospective assignees.


Chief
Covert Action Staff

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Attachments:

Tab A as stated
Tab B as stated
Tab C as stated

CONCURRENCES:

Chief, FI Staff

Chief, CI Staff